

2005
Workforce Investment Act Annual Report



Hawaii Workforce Development Council
January 2006

The Workforce Investment Act (WIA) of 1998, effective July 1, 2000, rewrote federal statutes governing job training, adult education and literacy, and vocational rehabilitation programs. WIA's cornerstone is the one-stop center system of delivering services. This system improved on prior practices by providing coordinated, customer-friendly and locally-driven services. The one-stop system is designed to meet the needs of employers and career seekers by providing core, intensive, and training services within available resources and eligibility requirements. Each year, there are target performance levels for seventeen measures. The targets (goals) are negotiated at the federal-state level and then at a state-local area level. This annual report covers State and local area performance for WIA Year five (July 1, 2004 to June 30, 2005). This January 2006 report uses the final validated performance data.

Federal and State laws govern the implementation of WIA. The Hawaii Workforce Development Council (WDC) is designated by law to be the WIA State Workforce Investment Boards. Certain ex-officio government officials, Chairs of the local area Workforce Investment Boards (WIBs), and private sector members appointed by the Governor constitute the WDC. The Council serves as WIA policy adviser to the Governor regarding planning, coordination, and oversight of WIA service provision and local delivery. It updates and is guided by the Hawaii Workforce Development Strategic Plan and the State Workforce Investment Act Title I-B Multi-Year Plan.

The Governor designated the four counties as local workforce investment areas ("local areas"). These are:

- City and County of Honolulu (covering the island of Oahu)
- County of Hawaii (covering the island of Hawaii, the "Big Island")
- County of Maui (covering the islands of Maui, Lanai, and Molokai)
- County of Kauai (covering the island of Kauai).

The Mayors of each county appoint local area WIB members. Together with the Mayors, the local area WIBs are the front-line implementers of WIA. In cooperation with their respective mayor, each local board selects and monitors their local area One-Stop Job Center operators and training providers. Each local board also appoints a local youth council and selects youth service providers. With State guidance, local boards update required multi-year local area WIA plans, which include Memoranda of Understanding (MOU) between the counties and their One-Stop Job Center partners.

The State of Hawaii Department of Labor and Industrial Relations (DLIR) is designated as the WIA state grant administrator. The Department assigned its Workforce Development Division (WDD) to oversee and monitor WIA grant funds and program operations. At the county or local area level, each mayor also designated local area grant administrators to oversee funds and operations. In accordance with the law, WIA Title I –B funds are spent on services for adults, dislocated workers, youth programs and on other allowable statewide activities such as rapid response and capacity building.

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STATE OF HAWAII

WORKFORCE INVESTMENT ACT TITLE I-B ANNUAL REPORT

Year Five Implementation of the Workforce Investment Act
July 1, 2004 to June 30, 2005



Prepared by
Hawaii Workforce Development Council
January 2006

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City and County of Honolulu

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Hawaii County

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I. Performance Assessment and Outcomes

A. Overview

Hawaii's performance in program year 2004-2005 is its strongest since the implementation of the Workforce Investment Act (WIA) in July 2000. Of the seventeen WIA performance measures established by the Act, Hawaii met twelve of its performance goals. Of the five (5) that were not met, all were above the 80% allowable variance level described in USDOL Employment Training Guidance Letter (TEGL) 8-99. Appendix 1 provides a technical definition of the 17 WIA performance measures. Hawaii's performance outcomes are discussed further throughout this section under the following subheadings:

- B. The Economy,
- C. Program Design, and
- D. Client Characteristics

The State's performance was strongest in its adult measures, especially the entered employment measures. Its weakest outcomes were in younger youth measures and the earning replacement rate among dislocated workers. The customer satisfaction measure is unchanged from last performance year for job seekers (participants) and dips by one percentage point for employers. Table 1 (on page 2) lists the 17 WIA performance measures, and summarizes each of Hawaii's four local areas' success in meeting their respective negotiated performance goals.

B. The Economy

Unemployment Rate and Employment and Retention Outcomes

Hawaii's record-low unemployment rate, as shown on Table 2 (on page 2), both helped and hurt the State's performance outcomes. It generally helped with employment and retention results for adults, because employers were willing to hire and retain workforce clients that could meet their most immediate needs. Conversely, the low unemployment rate also adversely affected other outcomes, because the participants who remained in the program are generally the ones difficult to train and place, and more likely to contribute to lowering the entered employment and retention outcomes.

Table 1: PY 2004 Performance Measure Achievement Statewide and By Local Area

	PERFORMANCE MEASURE	STATE	Honolulu	Hawaii	Maui	Kauai
1	Customer Satisfaction Level- Participants	✓	✓	✓	✓	✓
2	Customer Satisfaction Level-Employers	✓	x	✓	✓	✓
3	Entered Employment Rate- Adult Program	✓	✓	✓	✓	xx
4	Entered Employment Rate-Dislocated Worker Program	✓	✓	✓	✓	x
5	Entered Employment Rate-Youth Program (Older)	x	x	✓	xx	x
6	Employment Retention Rate- Adult Program	✓	✓	✓	✓	✓
7	Employment Retention Rate-Dislocated Worker Program	✓	✓	✓	x	x
8	Employment Retention Rate- Youth Program (Older)	✓	x	✓	xx	✓
9	Retention Rate-Youth Program (Younger)	x	x	✓	✓	x
10	Earning Change- Adult Program	✓	✓	✓	✓	x
11	Earning Replacement Rate- Dislocated Worker Program	x	x	x	x	x
12	Earning Change-Youth Program (Older)	✓	x	✓	xx	✓
13	Credential/Diploma Rate-Adult Program	✓	✓	x	✓	xx
14	Credential/Diploma Rate- Dislocated Worker Program	✓	✓	✓	✓	xx
15	Credential/Diploma Rate-Youth Program (Older)	✓	✓	✓	xx	xx
16	Diploma Rate -Youth Program (Younger)	x	xx	✓	✓	✓
17	Skills Attainment Rate-Youth Program (Younger)	x	x	x	✓	✓

Source: Table O Series of this Report

Legend: ✓ Met or exceeded negotiated level
 x Did not meet negotiated level
 xx Did not meet 80% of negotiated level

Table 2: 2004 Data for Unemployment /Civilian Labor Force Estimates

AREA	Civilian Labor Force Total	Civilian Labor Force Employed	Civilian Labor Force Unemployed	Percent Unemployed
STATE	615,800	595,750	20,050	3.3
Honolulu (Oahu)	431,700	418,000	13,700	3.2
Hawaii (Big Island)	78,550	75,500	3,000	3.8
Maui County	74,050	71,800	2,300	3.1
Kauai County	31,550	30,500	1,050	3.3

Source: www.hiwi.org, DLIR Research and Statistics Office

Ka`u Job and Bus Fair

Local Style Solution for Meeting Needs of Employers, Job seekers, and Students

The Hawaii County Workforce Investment Board (HCWIB), the Big Island Workplace Connection (BIWC), and the County Mass Transit (named the Hele-On Bus), in conjunction with Mayor Harry Kim's Task Force, pooled resources and expertise to provide an innovative solution to a local employment challenge. In response to West Hawaii employers' serious challenges in filling their openings, a "job and bus" fair was organized to serve the most remote and rural communities on the Big Island. On May 10, 2005, over 20 employers and training providers hopped on a bus from Kailua-Kona and traveled to Na`alehu, the southern-most community in the U.S.A.

Employers enjoyed networking with the other employers and shared recruitment strategies, successful retention ideas, refreshments, and even singing on the bus for a very productive day. The first stop was at the Ka`u High School where over 40 graduating seniors were interviewed for employment. Underclassmen were given the opportunity to "talk story" with the employers and learn about future career opportunities. Employers were then shuttled to the Pahala, Na`alehu and Ocean View communities to interview more than 200 job seekers who attended the event. All job seekers were provided with information about the new, free and expanded bus routes that are designed to help get employees to work sites. Within a month after the event, there were over 30 new hires.



Photo courtesy of HCWIB

Largest Occupations and Earnings Change Outcomes

The State's low unemployment rate during the program period did not lead to meaningful increase in earnings outcomes, because fourteen of the largest occupations in the economy offered salaries averaging less than \$30,000 annually, as shown in Table 4 on page 5. (See also Table 1, Lines 10, 11, and 12.)

The current low unemployment rate does not reflect a healthy workforce system. Rather, it masks a situation where many workers hold two or three jobs to sustain themselves. "Low skill/low wage" jobs are plentiful; "high skill/high wage" jobs are not. The salaries provided by the largest occupations in Hawaii clearly result in insufficient incomes, considering Hawaii's self-sufficiency standards. (see Table 3).

Table 3: 2003 Self-Sufficiency Standard for Selected Family Type
in Selected Sites in Hawaii- Annual Amount Level

Site	One Adult	One Adult, One Preschooler	One Adult, One Preschooler, One School Age	Two Adults, One Preschooler, One School Age
Honolulu (Central and Windward)	\$ 22,455	\$ 35, 091	\$ 40, 304	\$ 48,972
Hawaii (Kamuela, Kailua-Kona, Waikoloa, Keauhou, Holualoa)	\$ 21,619	\$ 32,576	\$ 37,961	\$ 46,898
Maui (Lahaina)	\$ 30,719	\$ 44,283	\$ 51,002	\$ 60,177
Kauai	\$ 27,726	\$ 40,274	\$ 47,478	\$ 56,304

Source: www.sixstrategies.org, The Self-Sufficiency Standard for Hawaii, 2003

The adult and older youth earning change outcome was helped by the employment of a larger number of participants who entered a program while they were unemployed or earning a modest income. This could also be a reflection of employers lowering their hiring standards during a period of worker supply shortages.

The impact of the current wage patterns was felt most by dislocated workers. Even with additional skills training, they could only find jobs that paid less than their previous earning levels. Relocation and employment elsewhere (outside of Hawaii) were also reported but not documented.

Table 4. Wages of Hawaii's 20 Largest Occupations, May 2004

Occupation	Employment Level	Wage
Registered Nurses	8,030	\$62,050
Secondary School Teachers, excluding Special & Voc Education	6,310	\$47,440
First-Line Sup/Mgrs of Office & Admin Supp Workers	6,830	\$46,030
Elementary School Teachers, excluding Special Education	8,070	\$41,730
Maintenance and Repair Workers, General	7,170	\$33,210
Secretaries, excl. Legal, Medical, and Executive	7,330	\$30,280
Bookkeeping, Accounting, and Auditing Clerks	8,720	\$28,970
Laborers and Freight, Stock, and Material Movers	6,540	\$26,150
Maids and Housekeeping Cleaners	10,510	\$24,650
Cooks, Restaurant	6,780	\$24,510
Landscaping and Grounds keeping Workers	7,290	\$24,090
Office Clerks, General	16,610	\$23,190
Stock Clerks and Order Fillers	6,060	\$22,990
Waiters and Waitresses	15,730	\$22,330
Security Guards	7,730	\$22,150
Retail Salespersons	22,990	\$22,050
Janitors & Cleaners, ex. Maids & Housekeeping Cleaners	12,150	\$20,460
Cashiers	12,270	\$19,560
Comb. Food Prep & Serving Workers, including Fast Food	9,890	\$17,110
Counter Attendants, Cafe, Food Concessions, Coffee Shop	6,350	\$15,880

Source: www.hiwi.org, DLIR Research and Statistics Office

Team Tech Kauai

Moving the Economy Towards “High Skills, High Wage” Industries

Team Tech Kauai was born in 2003 when Mayor Bryan Baptiste and representatives of Kauai’s private industry, led by the Kauai Economic Development Board, decided to develop an on-island skilled technology workforce. The Kauai Workforce Investment Board (KWIB) is the catalyst for the various elements in the community to address workforce development in a comprehensive way. Young students were connected to businesses through an “adopt-a-school” initiative. In February 2004, a presentation by KWIB chair Tom Cooper and WIA administrator Pat Fleck highlighted the role of a demand-driven workforce development system. This expanded in April to a full-day learning event that connected educators and employers. A total of 40 career guidance counselors and faculty toured several of Kauai’s high tech businesses and learned about growing career opportunities.

“The Department of Education (DOE) is very appreciative of this partnership....The event has given them (counselors and faculty) a broader understanding of the depth of career opportunities in Kauai...”

- Daniel Hamada, DOE Kauai Complex Area Superintendent-

“We were delighted to be part of this effort to inform our counselors and faculty, and through them, their students learn about growing opportunities in the scientific and technical fields right here in the island.”

- Peggy Cha, Kauai Community College Chancellor-



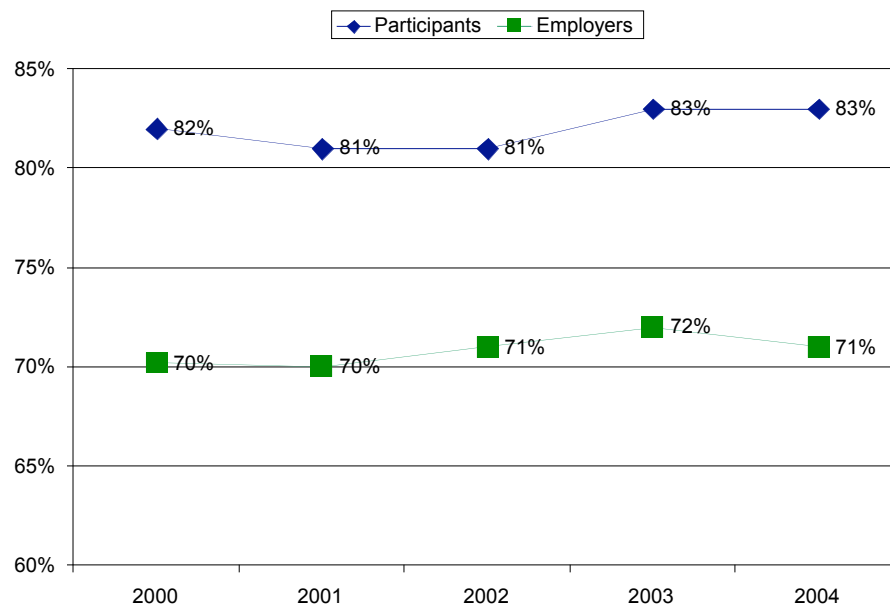
Photo Courtesy of KWIB

Unemployment Rate
Largest Occupations
and
Customer Satisfaction Outcomes
Credential and Diploma Rate Outcomes

Hawaii's record-low unemployment rate, in conjunction with the types of occupations in the State, affected credential and diploma rates and the customer satisfaction measures in two primary ways.

Participants (job seekers) were generally more satisfied in 2004 than in the prior two years, as shown in Chart 1. Their higher sense of satisfaction was likely due to the speed with which they found jobs and began earning an income. However, the hot labor market also encouraged participants to choose work and postpone or drop out of planned training and credentialing activities, thereby adversely affecting credential and diploma outcomes.

Chart 1: Hawaii Trend for Customer Satisfaction Among WIA Participants and Employers
2000-2004



Source: WIA Reports 2001-2005, Table O of this Report

The tight labor market and increased awareness about One-Stop Job Centers increased the number of employers utilizing the One-Stop Job Centers. On Oahu, this meant increase in the number and type of businesses seeking assistance and increase in the number of first-time customers. Customer satisfaction dipped below the negotiated performance level for Oahu as it adjusted its operations and developed additional "industry-specific" savvy among staff.

Oahu Business Solutions

Demand-Driven Success Amid Reduced Public Funding

With Oahu Workforce Investment Board (OWIB) policy support and despite reduced resources, Oahu WorkLinks (OWL) has made the transition from being a provider of set services to being a “broker” dedicated to meeting the needs of Oahu businesses. Promising practices include a business center that provides space and information as needed by employers, workshops that cater to employers' interest in customer service and workplace safety, and job fairs that introduce an ever broader range of employers to the people and the services available in the workforce system. OWL further committed to improving its ability to connect employers to groups underrepresented in Hawaii's labor pool, including people with disabilities, ex-offenders, and the long-term unemployed (discouraged workers).



Hawaiian Homestead Technology, Inc.
Photo Courtesy of OWL

“Hawaiian Homestead Technology, Inc. launched a Computer Aided Drafting (CAD) conversion facility in Waimanalo, a rural town of 2,500 on Oahu. We worked with community partner, Waimanalo Hawaiian Homes Association, to recruit residents to work at the facility. None of the staff selected had any CAD experience, so we were fortunate to work with funders like Oahu WorkLinks that allowed us to properly train our staff in CAD conversions. Now, all of our staff are gainfully employed performing CAD conversions and we are already in the process of expanding the job opportunities! Training funds are absolutely essential when creating new job opportunities which require specific skills sets not generally found in the local labor force.”

– Olin Lagon, HHT CEO–

C. Program Design

Four elements that had an adverse effect on PY 2004 outcomes, particularly youth-related outcomes, are:

- 1) Data Management,
- 2) Service Provider Expectations and Training,
- 3) Training Services, and
- 4) Follow-up Services.

1) Data Management

The State's weak performance in younger youth measures can be strengthened by improvements in its data management. In the past, data entry into the State's data management information system, America's One Stop Operating System (AOSOS), was not timely. Staffing issues, such as turnover and heavy workloads, made data management a lower priority over day-to-day WIA program implementation and case management.

The consequences of inattention to data management were outcomes that are likely inaccurate representations of local area activities. With assistance from the State's DLIR WDD, local areas reviewed the path of their information flow, reported that they have caught up with backlogged records, re-trained staff, and committed to giving data management a higher priority.

2) Service Provider Expectations and Training

Another factor that contributed to disappointing youth outcomes was unclear communication from local areas to service providers about expectations and "*how-to's*". There appears to have been a lack of understanding regarding goal-setting for clients and reporting outcomes for certain measures, particularly with respect to the diploma or equivalent attainment and the skill attainment measure. A U.S. Department of Labor (USDOL)-sponsored training addressed these issues and provided information for corrective actions and improvements.

3) Training Services

The availability of training services is another factor that affected the State's outcomes; positively on Oahu, and negatively on two neighbor islands. For the program year, the earning change among adults who received training services was about \$400 higher than the overall State adult program earning change. The earning replacement change for dislocated workers who received training was eight percent higher than the overall State dislocated worker earnings change.

Training programs, unfortunately, are not equally available and accessible on the neighbor islands. For instance, due to its small population and correspondingly limited number of opportunities, Kauai has an ongoing lack of client-responsive training programs. As a result, clients are not able to earn credentials. The Big Island reported that cumbersome logistical arrangements for training providers contributed to its poor performance in the credential measure for adults.

An Emphasis on Marketability
Maui's Way of Breaking Employment Barriers



Photo Courtesy of MCC Youth Program

The Maui Workforce Investment Board (MWIB) and WorkSource Maui place a premium on empowering customers in all matters involving personal development. Hence, a strong emphasis is placed on ensuring that adequate and appropriate training are obtained by all participants. This results in a better chance of employment, retention, and overall satisfaction, as reflected in the success stories below.

- Laid off from her employer in January of 2002, Julie understood that in order to be more marketable in a competitive job market, she needed to upgrade, enhance and acquire the computer skills that she lacked in order to meet her short-term goal of becoming an Administrative Assistant –Bookkeeping. Julie was deemed eligible for training services under the WIA Adult program. WorkSource Maui was able to provide her with Business Bookkeeping Made Easy and Introduction to QuickBooks through Maui Community College Vital and Innovative Training and Economic Development Center (MAUI VITEC) courses. Shortly after classroom training, Julie was placed in on-the-job-training (OJT), another service to assist participants in achieving their employment goals. Under the OJT, Julie was hired by TC Kokua (in its Customer Contact Outsource Center) as a Customer Service Representative with a percentage of her salary subsidized by the WIA program for an initial period. Julie has exceeded her short-term employment goal, and is still with TC Kokua as their Call Center Manager.
- After working for a rental company for over 16 years, Susan found herself out of a job effective September 24, 2004. The company was restructuring the organization and she was laid off. As district manager, her managerial skills were highly transferable; however, her lack of computer knowledge/skills was a barrier that she could not overlook. Susan filed for unemployment and attended a Worker Profiling orientation at WorkSource Maui. After the orientation, Susan was deemed eligible for training services under the WIA Dislocated Worker program. Susan enrolled in MS Word, Excel and PowerPoint classes through Applied Computer Training and Technology. With this opportunity to remedy her barriers, she is more marketable in her job search.

4) Follow-Up Services

Weak performance outcomes, particular the youth measures, resulted from follow-up issues. Most of the youth service providers reported difficulties in tracking youth who exited the program. The USDOL-sponsored training mentioned earlier in this section provided overall program design suggestions that should reduce follow-up problems.

Making Success Happen *Learning from Peers Across the Nation*

A Spring 2005 Learning and Action Planning Presentation Series of “Best Practices” evolved out of Hawaii’s participation in the National Governors Association (NGA) Center for Best Practices’ Pathways to Advancement Policy Academy. Ideas for Hawaii from among successful peers in the nation include:

- Six Principles to Strengthen the Economy through our Programs- Wisconsin Concentrated Employment Program
- Learning to be “Demand-Driven”- NOVA or Silicon Valley’s Job Training Consortium
- Keys to Transformation: Partnerships in Adult and Post-Secondary Education- Kentucky Alliance



Photo Courtesy of Mike Boughton

D. Client Characteristics

Hawaii's current worker supply shortage, as reflected by its low unemployment rate, results in a current One-Stop Job Center client pool that is more difficult to serve than in the past (when the "jobs-to-job seekers" ratio was more favorable to employers). For adults, this generally means that anyone who is "employable" is likely to have a job, and those who remain unemployed have additional challenges.

Several Oahu youth service providers noted that there has been a significant increase in the number of youth referrals with serious basic skills deficiencies. These youths required prolonged educational services and produced less successful outcomes given current program designs. In contrast, Kauai's About Face program had a waiting list of eligible youth, and they were able to select and serve youths that best fit their program design. This resulted in a higher success rate and positive performance outcomes.

Construction Apprenticeship and Career Expo *Stressing "Back to Basics" and "Starting Early"*

A 2003 State Job Summit brought to the fore the looming shortage of construction workers. State actions included:

- A 2003 Pre-Apprenticeship Pilot Program provided refresher courses for apprenticeship applicants.
- A 2004 Construction Career Expo showcased the required long-term educational and training needs
- A 2004 Grant-in-Aid will develop training programs to meet specific construction-workforce needs.



Photo Courtesy of Honolulu Advertiser

About 1,400 high school students, educators, and WIA administrators attended an Oahu Career Expo. They learned the role of basic math and language arts skills, importance of safe and drug-free environment, and the diversity of career opportunities in the "high skills/ high wage" world of construction. Administrators networked to support smaller, cost-effective career expos for the other local areas. For example, Kauai tapped resources from the Oahu event to launch a smaller but equally successful career expo.

Of all special population groups, the veteran dislocated workers, dislocated workers with disabilities, and adults receiving public assistance achieved the best performance outcomes. (See Tables C and F in Section IV of this report.) The earning replacement rate for individuals with disabilities was 148%. This exceeded the 102% State goal for overall performance

The outcomes for older individuals were generally lower than the other special population groups, as well as for the adult and dislocated worker participants as a whole. (See Tables B, C, E, and F in Section IV of this report.) Compared to younger clients, a portion of older workers had lower earnings because they had one job, a part-time job and/or were employed in a "lower skill/ lower wage" industry.

Statewide Capacity Building

Networking for Other Resources and Know-How

- A USDOL Work Incentive Grant implemented by the Department of Human Services Vocational Rehabilitation Division and administered by the State's DLIR WDD made it possible to launch the *Komo Kaulike* project. This project built the ability of the system to transition students with disabilities to post-secondary education or employment. Assistive technology workstations are now found in all One-Stop Job Centers, and a total of 519 One-Stop Job Center staff and partner agencies attended workshops that generated "positive attitudes" and increased skills in serving clients with disabilities. High School special education students, Section 504 classified students, their teachers and counselors were introduced to the one-stop job centers. Not only did the project prove to be a "promising practice" in transitioning clients with special disabilities, it also resulted in capacity building of WIA One-Stop Job Centers and the State Department of Education (DOE).
- A US Department of Education (USDOE) America's Career Resource Network grant implemented jointly by the WDC and DLIR's Research and Statistics Office supports the Hawaii Career Resource Network (HCRN) project (a.k.a. *Punaewele Oihana No'ea*). The project improves the quality of service that WIA counselors deliver by supporting them with quality career and occupational information and resources. Professional development sessions stressed the important role of career management and updated WIA career service providers with global and national trends in the area of career development theory, assessments, and tools. In 2004, the following were among the quality resources reaching career service providers and other support groups:
 - Internet Career Kokua (a.k.a. Hawaii's Career Information Delivery System)
 - The Real Game Series
 - O*NET and Hawaii Workforce Informer (HIWI)
 - New National Career Development Guidelines

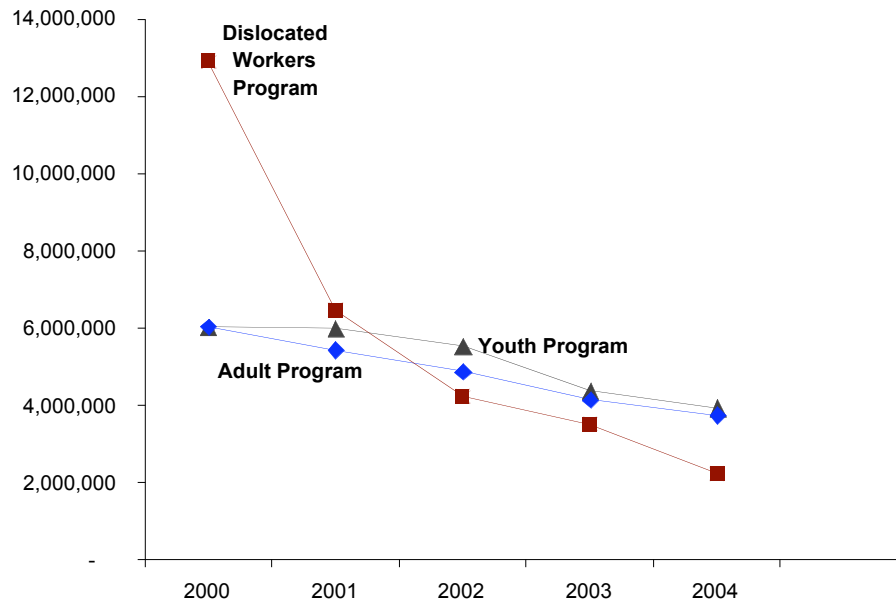


Image courtesy of DLIR R&S Career Kokua, 12/21/05 screen

II. Cost Relative to Effect of WIA Programs

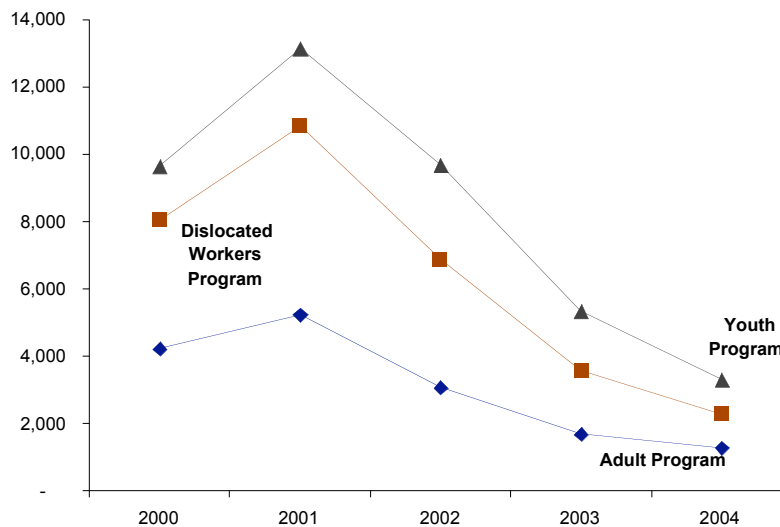
Due in large part to Hawaii's low unemployment rate, the formula-driven amount of WIA funds has declined since 2000, as shown on Chart 2. This is a major factor in the declining number of participants served over the years, as shown in Chart 3.

Chart 2: Total WIA Allocation by Major Program, State of Hawaii Program Years 2000-2004



Source of Data: State WIA Bulletins issued between 2000-2004

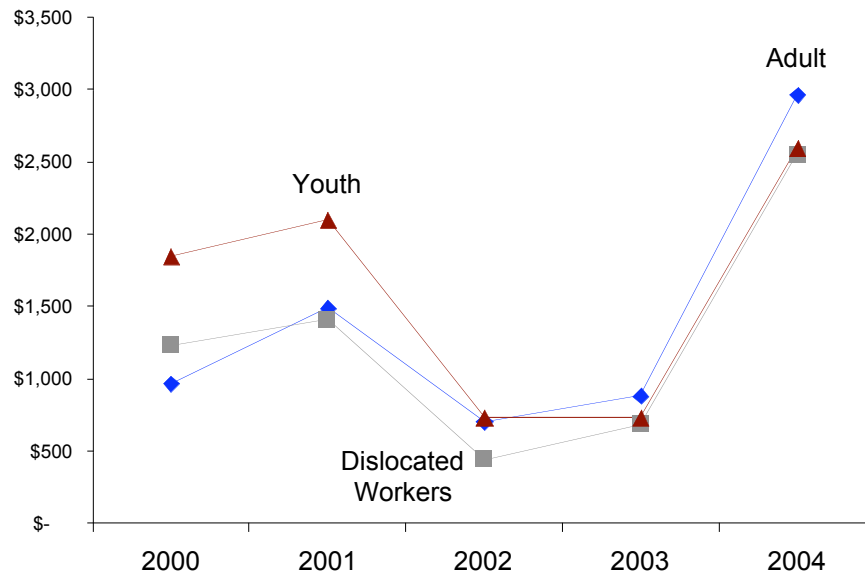
Chart 3: Number of WIA Participants, State of Hawaii Program Year 2000-2004



Source of Data: WIA Annual Reports for 2001-2005, Required Tables in this Report

There is a significantly higher per-participant cost in PY 2004 than in prior years, as shown on Chart 4. Two primary reasons for this increase are (1) the lower number of participants, for reasons described earlier, and (2) more training and on-the-job training than in prior years.

Chart 4: Cost Per Program Participant, State of Hawaii Program Years 2000-2004



Source: WIA Annual Reports 2001-2005, Tables M and N

Improved Co-Location Arrangements

for better one-stop experience of workforce development target customers



Grand Opening of New BIWC One-Stop Job Center Site
Photo Courtesy of HCWIB

Cost Relative to Effect of WIA Programs

III. Status of State Evaluation of WIA Activities

There are three main ongoing actions related to the State's evaluation of WIA activities. These are:

- A) Evaluation studies,
- B) Incentive Awards, and
- C) WIA Planning.

A) Evaluation Studies

The recommendations of two previous statewide evaluation studies – employers' and youth service providers' - were revisited and communicated further to appropriate parties.

In support of the March 2004 youth study recommendations, (see summary in Appendix 3), State staff visited youth service providers to gather more details and insights. In support of the 2003 Employers' Study recommendations for a more demand-driven system, the State and local area leaders gathered for a Spring 2005 Learning Series on Best Practices. Among the presentations were two models from USDOL's National Business Leadership Partnership Peer-to-Peer Training project. Their lessons helped the State Workforce Development Council strengthen the demand-driven business service sections of the 2005-2007 State WIA Plan.

In addition, the USDOL-funded Social Policy Research Inc. (SPR) provided additional technical assistance. Towards the end of the program year, they diagnosed performance enhancement issues by consulting with key State and County staff. This process focused commitment on several "high-impact" areas for continuous improvement and change.

B) Incentive Awards

The State's incentive award for improved regional cooperation and local coordination for PY 2003-2004 was based on Baldrige criteria. The process was simplified in 2004, to make the application-effort commensurate with the monetary grant award level. (The 2001 award level was \$340,000. The 2004 award level is \$25,000.)

All four local areas applied for the State's Baldrige incentive awards for program year 2003 local coordination and regional cooperation. All were recognized for continuous improvement and shared in the monetary reward available. The incentive awards for PY 2003-2004 were as follows:

\$ 7,650	Honolulu (Oahu)
\$ 5,955	Hawaii (Big Island)
\$ 6,273	Maui
\$ 5,122	Kauai
<hr/>	
\$25,000	Total Allocation

C) WIA Planning

The State furthered its continuous improvement efforts through its State WIA Plan; that is, integral to the planning process was an evaluation of what worked well, and what could be done better. The same process is being used by the local areas as they prepare their Local Area Plans.

Coordinating Communication

The new DLIR website, www.hawaii.gov/labor, will improve communication by organizing workforce development-relevant information in the State. The website currently includes homepages for the State Workforce Development Council, Workforce Development Division, Research and Statistics Office, Unemployment Insurance and others. WIA plans, reports, and other information are uploaded here.

The DLIR family of websites includes the nationally recognized labor market information website, www.hiwi.org, as well as the local career information delivery system website, www.careerkokua.org.



Image courtesy of DLIR Office of the Director, 12/20/05 screen

IV. WIA Performance Tables

Unless otherwise noted, figures in the following tables are from performance data validated as of October 31, 2005. The negotiated levels were provided by WDC. The numbers have also been rounded- off to the nearest full percentage or dollar where applicable.

Table A – Workforce Investment Act Customer Satisfaction
January 1, 2004 – December 31, 2004

Customer Satisfaction	Negotiated Performance Level – ACSI	Actual Performance Level – ACSI	Number of Customers Surveyed	Number of Customers Eligible for the Survey	Number Included in the Sample	Response Rate
Participants	81%	83%	505	707	699	81%
Employers	70%	71%	692	11,841	865	72%

Source: DLIR WDD September 2005

Table B - Adult Program Results At-A-Glance
October 1, 2003– September 30, 2004
** April 1, 2003 – March 31, 2004

Performance Measure	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate *	72%	76%	538
			706
Employment Retention Rate **	85%	91%	712
			786
Earnings Change in Six Months **	\$3,850	\$5,215	\$40,015,339
			770
Employment And Credential Rate*	51%	58%	281
			486

Table C - Outcomes for Adult Special Populations

* October 2, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate *	69%	87 126	71%	17 24	72%	13 18	54%	18 33
Employment Retention Rate **	85%	93 100	93%	26 28	86%	12 14	89%	24 27
Earnings Change in Six Months **	\$4,572	\$480,035 105	\$5,716	\$154,336 27	\$6,411	\$76,934 12	\$3,691	\$92,273 25
Employment And Credential Rate*	52%	42 98	68%	12 19	54%	6 11	31%	5 16

Table D - Other Outcome Information for the Adult Program

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate *	74%	253 343	78%	285 363
Employment Retention Rate **	91%	411 452	90%	301 334
Earnings Change in Six Months **	\$5,625	2,491,687 443	\$4,653	\$1,523,651 327
Employment And Credential Rate*	58%	281 486	n/a	n/a n/a

Table E - Dislocated Worker Program Results At-A-Glance

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Measure	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate *	77%	80%	899
			1,123
Employment Retention Rate **	89%	90%	927
			1,035
Earnings Replacement Rate in Six Months **	99%	92%	\$11,696,006
			\$12,653,262
Employment And Credential Rate*	51%	60%	308
			515

Table F - Outcomes for Dislocated Worker Special Populations

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate *	88%	66	91%	10	75%	132	100%	1
		75		11		176		1
Employment Retention Rate **	87%	54	91%	10	84%	117	100%	1
		62		11		140		1
Earnings Replacement Rate **	98%	\$743,856	148%	\$116,307	73%	\$1,472,724	949%	\$4,720
		\$759,037		\$78,574		\$2,010,012		\$497
Employment And Credential Rate *	75%	30	40%	2	55%	40	100%	1
		40		5		73		1

Table G - Other Outcome Information for the Dislocated Worker Program

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate *	78%	400	82%	498
		515		607
Employment Retention Rate **	89%	443	90%	484
		495		540
Earnings Replacement Rate **	100%	\$5,741,091	86%	\$ 5,954,915
		\$5,751,751		\$6,901,511
Employment And Credential Rate *	60%	312		
		516		

Table H - Older Youth Results At-A-Glance

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate*	69%	63%	31
			49
Employment Retention Rate **	79%	83%	28
			35
Earnings Change in Six Months **	\$3,050	\$3,321	\$ 116,238
			35
Credential Rate *	34%	40%	23
			58

Table I - Outcomes for Older Youth Special Populations

* October 1, 2003– September 30, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate *	43%	3	-	0	50%	2	66%	31
		7		0		3		40
Employment Retention Rate **	0%	0	-	0	67%	2	80%	23
		2		0		3		30
Earnings Change in Six Months **	-\$331	-\$661	-	0	\$709	\$2,126	\$3,263	\$97,888
		2		0		3		30
Credential Rate *	22%	1	-	0	25%	1	41%	23
		8		0		4		56

Table J - Younger Youth Results At-A-Glance

* April 1, 2004 – March 31, 2005

** April 1, 2003– March 31, 2004

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate *	74%	70%	440
			627
Diploma or Equivalent Attainment Rate *	57%	53%	179
			338
Retention Rate **	54%	48%	281
			582

Table K - Outcomes for Younger Youth Special Populations

* April 1, 2003 – March 31, 2004

** April 1, 2003 – March 31, 2004

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate *	57%	30	85%	52	70%	250
		59		67		359
Diploma or Equivalent Attainment Rate *	58%	15	52%	11	44%	64
		26		21		147
Retention Rate **	48%	16	47%	32	49%	122
		33		68		249

Table L - Other Reported Information
October 1, 2003– September 30, 2004

Reported Information	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Worker)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	80%	799	\$4,459	\$4,290,630	0%	0	\$4,152	\$2,171,630	67%	4
		990		970		538		523		3
Dislocated Worker	84%	1,138	89%	\$14,084,797	0.1%	1	\$5,784	\$4,962,423	64%	7
		1,347		\$15,997,530		898		858		11
Older Youth	71%	40	\$3,678	\$205,956	0%	0	\$2,370	\$73,474		
		56		56		31		31		

Table M - Participation Levels
 * July 1, 2004– June 30, 2005
 ** April 1, 2004– March 31, 2005

Measure	Total Participants Served *	Total Exiters **
Adults	1,241	762
Dislocated Worker	977	692
Older Youth (19-21 yrs)	118	66
Younger Youth (14-18 yrs)	978	489

Table N - Cost of Program Activities
 July 1, 2004– June 30, 2005

Program Activity			Total Federal Spending
Local Adults			\$ 3,671,043
Local Dislocated Workers			\$ 2,494,174
Local Youth			\$ 2,846,142
Rapid Response (up to 25%) 134(a)(2)(A)			\$ 59,949
Statewide Required Activities (up to 15%) 134(a)(2)(B)			\$ 1,504,289
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	Capacity Building/Incentive Grants	\$ 14,032
		Worker Reemployment	\$ 14,843
		Additional Local Admin	\$ 42,000
		Planning and Policy	
		Incumbent Worker	
		Program Service	\$ 125,769
Total of All Federal Spending Listed Above			\$ 10,772,241

Note: Local Administrative outlay at county level of \$1,057,114.00 is not included in the above table, as instructed in TEGL 14-00, Change 1.

Source: DLIR Fiscal Office, September 2005

Table O –STATE Performance

Local Area Name STATE OF HAWAII	Total Participants Served	Adults	1,240	
		Dislocated Workers	977	
		Older Youth	118	
		Younger Youth	977	
	Total Exiters	Adults	702	
		Dislocated Workers	692	
		Older Youth	66	
		Younger Youth	489	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Participants	81%	81%	
	Employers	70%	72%	
Entered Employment Rate	Adults	72%	76%	
	Dislocated Workers	77%	80%	
	Older Youth	69%	63%	
Retention Rate	Adults	85%	91%	
	Dislocated Workers	89%	90%	
	Older Youth	79%	83%	
	Younger Youth	54%	48%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,850	\$5,215	
	Dislocated Workers	99%	92%	
	Older Youth	\$3,050	\$3,321	
Credential/Diploma Rate	Adults	51%	58%	
	Dislocated Workers	51%	60%	
	Older Youth	34%	40%	
	Younger Youth	57%	53%	
Skill Attainment Rate	Younger Youth	74%	70%	
Description of Other State Indicators of Performance -				
Overall Status of STATE Performance		Not Met	Met	Exceeded
		5	12	11

Table O – Local Performance

Local Area Name HONOLULU	Total Participants Served	Adults	556	
		Dislocated Workers	451	
		Older Youth	37	
		Younger Youth	553	
ETA Assigned # <u>15020</u>	Total Exiters	Adults	333	
		Dislocated Workers	327	
		Older Youth	36	
		Younger Youth	334	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Participants	81%	82%	
	Employers	70%	68%	
Entered Employment Rate	Adults	75%	76%	
	Dislocated Workers	78%	78%	
	Older Youth	66%	61%	
Retention Rate	Adults	88%	92%	
	Dislocated Workers	90%	91%	
	Older Youth	81%	76%	
	Younger Youth	52%	45%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$4,255	\$6,223	
	Dislocated Workers	102%	95%	
	Older Youth	\$3,050	\$2,521	
Credential/Diploma Rate	Adults	50%	64%	
	Dislocated Workers	53%	61%	
	Older Youth	34%	46%	
	Younger Youth	57%	43%*	
Skill Attainment Rate	Younger Youth	75%	69%	
Description of Other State Indicators of Performance – WIA				
Overall Status of Local Performance		Not Met	Met	Exceeded
*less than 80% of Negotiated level		8	9	8

Table O – Local Performance

Local Area Name HAWAII	Total Participants Served	Adults	454	
		Dislocated Workers	328	
		Older Youth	66	
		Younger Youth	277	
ETA Assigned # <u>15020</u>	Total Exiters	Adults	243	
		Dislocated Workers	254	
		Older Youth	23	
		Younger Youth	96	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Participants	81%	81%	
	Employers	70%	72%	
Entered Employment Rate	Adults	66%	74%	
	Dislocated Workers	73%	80%	
	Older Youth	58%	73%	
Retention Rate	Adults	83%	91%	
	Dislocated Workers	88%	92%	
	Older Youth	79%	80%	
	Younger Youth	58%	59%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,697	\$4,872	
	Dislocated Workers	111%	94%	
	Older Youth	\$3,325	\$5,464	
Credential/Diploma Rate	Adults	53%	42%	
	Dislocated Workers	44%	52%	
	Older Youth	34%	38%	
	Younger Youth	59%	68%	
Skill Attainment Rate	Younger Youth	75%	63%	
Description of Other State Indicators of Performance - WIA 136(d)(1)				
Overall Status of Local Performance *below 80% of negotiated level		Not Met	Met	Exceeded
		3	14	13

Table O – Local Performance

Local Area Name MAUI	Total Participants Served	Adults	151	
		Dislocated Workers	165	
		Older Youth	7	
		Younger Youth	76	
ETA Assigned # <u>15020</u>	Total Exiters	Adults	87	
		Dislocated Workers	94	
		Older Youth	0	
		Younger Youth	31	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Participants	81%	89%	
	Employers	70%	73%	
Entered Employment Rate	Adults	73%	85%	
	Dislocated Workers	77%	86%	
	Older Youth	66%	0%*	
Retention Rate	Adults	83%	90%	
	Dislocated Workers	88%	86%	
	Older Youth	66%	0%*	
	Younger Youth	53%	63%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,950	\$4,135	
	Dislocated Workers	92%	88%	
	Older Youth	\$3,050	0%*	
Credential/Diploma Rate	Adults	52%	76%	
	Dislocated Workers	56%	81%	
	Older Youth	33%	0%*	
	Younger Youth	57%	81%	
Skill Attainment Rate	Younger Youth	71%	85%	
Description of Other State Indicators of Performance				
Overall Status of Local Performance *below 80% of negotiated levels		Not Met	Met	Exceeded
		6	11	11

Table O – Local Performance

Local Area Name KAUAI	Total Participants Served	Adults	79	
		Dislocated Workers	33	
		Older Youth	8	
		Younger Youth	72	
ETA Assigned # <u>15020</u>	Total Exiters	Adults	39	
		Dislocated Workers	17	
		Older Youth	7	
		Younger Youth	28	
		Negotiated Performance	Actual Performance Level	
Customer Satisfaction	Participants	81%	85%	
	Employers	70%	73%	
Entered Employment Rate	Adults	67%	50%*	
	Dislocated Workers	78%	67%	
	Older Youth	66%	60%	
Retention Rate	Adults	82%	82%	
	Dislocated Workers	88%	87%	
	Older Youth	72%	100%	
	Younger Youth	57%	52%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,697	\$2,989	
	Dislocated Workers	97%	84%	
	Older Youth	\$3,050	\$3,999	
Credential/Diploma Rate	Adults	48%	26%*	
	Dislocated Workers	42%	31%*	
	Older Youth	34%	0%*	
	Younger Youth	58%	84%	
Skill Attainment Rate	Younger Youth	73%	81%	
Description of Other State Indicators of Performance -				
Overall Status of Local Performance *below 80% of negotiated levels		Not Met	Met	Exceeded
		10	7	6

TERMS AND DEFINITIONS

Performance Measurement Elements for Adult Service Recipients

Measure	Formula
Entered Employment	<p>Of those adults who are not employed at registration:</p> <p>The number of adults who have entered employment by the end of the first quarter after exit</p> <p>Divided by</p> <p>The number of adults who exit during the quarter</p>
Retention Rate	<p>Of those adults who are employed in the first quarter after exit:</p> <p>The number of adults who are employed in the third quarter after exit</p> <p>Divided by</p> <p>The number of adults who exit during the quarter</p>
Earnings Change	<p>Of those adults who are employed in the first quarter after exit:</p> <p>[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)]</p> <p>Minus</p> <p>[Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)]</p> <p>Quantity divided by</p> <p>Number of adults who exit during the quarter</p>
Employment and Credentials Rate	<p>Of the adults who receive training services:</p> <p>The number of adults who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit</p> <p>Divided by</p> <p>The number of adults who exited during the quarter</p>

Appendix 1

Performance Measurement Elements for Dislocated Worker Service Recipients

Measure	Formula
Entered Employment	The number of dislocated workers who have entered employment by the first quarter after exit Divided by The number of dislocated workers who exit during the quarter
Retention Rate	Of those who are employed in the first quarter after exit: The number of dislocated workers who are employed in the third quarter after exit Divided by The number of dislocated workers who exit during the quarter
Earnings Replacement	Of those who are employed in the first quarter after exit: [Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)] Divided by [Pre-dislocation earnings (earnings in quarter 2 + quarter 3 prior to dislocation)]
Employment and Credentials Rate	Of the dislocated workers who receive training services: The number of dislocated workers who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit Divided by The number of dislocated workers who exited during the quarter

Appendix 1

Performance Measurement Elements for Older Youth (Age 19 to 21 years-old) Service Recipients

Measure	Formula
Entered Employment	<p>Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training the first quarter after exit:</p> <p>The number of older youth who have entered employment by the first quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exit during the quarter</p>
Retention Rate	<p>Of those who are employed in the first quarter after exit and are not included in post-secondary education or advanced training in the third quarter after exit:</p> <p>The number of older youth who are employed in the third quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exit during the quarter</p>
Earnings Change	<p>Of those who are employed in the first quarter after exit and are not included in post-secondary education or advanced training in the third quarter after exit:</p> <p>[Total post-program earnings (earnings in quarter 2 + quarter 3 after exit)]</p> <p>Minus</p> <p>[Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration)]</p> <p>Quantity divided by</p> <p>Number of older youth who exit during the quarter</p>
Credential Rate	<p>The number of older youth who were in employment/post-secondary education/advanced training by the end of the first quarter after exit and received a credential by the end of the third quarter after exit</p> <p>Divided by</p> <p>The number of older youth who exited during the quarter</p>

Appendix 1

Performance Measurement Elements for Younger Youth (Age 14 to 18 years-old) Service Recipients

Measure	Formula
Skills Attainment	<p>Of all in-school youth and any out-of-school youth who are assessed to be in need of basic skills, work readiness skills and/or occupational skills:</p> <p>Total number of basic skills goals attained + number of work readiness skills goals attained + number of occupational skills goals attained</p> <p>Divided by</p> <p>Number of basic skills goals + number of work readiness skills goals + number of occupational goals set</p>
High School or General Equivalency Diploma Attainment	<p>Of those who register without a diploma or its equivalent:</p> <p>The number of younger youth who attain a secondary school diploma or its equivalent by the end of the first quarter after exit</p> <p>Divided by</p> <p>The number of younger youth who exit during the quarter (except those still in secondary school at exit)</p>
Retention Rate	<p>The number of participants found in one of the following in the third quarter after exit:</p> <ul style="list-style-type: none">• Post-secondary education• Advanced training• Employment• Military service• Qualified apprenticeships <p>Divided by</p> <p>The number of younger youth who exit during the quarter (except those still in secondary school at exit)</p>

Appendix 1

Customer Satisfaction Measurement Elements for all WIA Service Recipients

Measure	Formula
Participant (Service Recipient) Satisfaction	The individuals contacted for this survey are people who have participated in WIA Title I programs and left (exited) during the three-month period (quarter) being reviewed. Participants are contacted on a rolling basis within 60 days of the exit date or the date that an exit has been determined.
Employer Satisfaction	The individuals contacted for this survey are all employers who have received a substantial service from the one-stop system. Such services involve personal contact with one-stop staff, e.g. customized job training, customized labor market information, staff facilitated job order assistance, etc. These employers are contacted on a rolling basis within 60 days of the completion of the service or 30 to 60 days after a job order has been listed where no referrals have been made.

A Word About Customer Satisfaction

The mandates of the Workforce Investment Act of 1998 guide the implementation of the one-stop system in each state. One common requirement is that all states conduct telephone surveys to determine the level of customer satisfaction with services provided through their systems. Two separate surveys are conducted; one gathers information from participants and the other from employers. A random sample is drawn for both. Those samples must be large enough to ensure that there will be at least 500 completed surveys obtained each year from participants and 500 each year from employers.

The surveys are built around a small set of questions that form the customer satisfaction index.

These three specific questions were designed to be used nationwide and address different dimensions of the customer's experience. These questions are:

- How satisfied are you with the services?
- To what extent have the services met your expectations?
- How well do the services compare to the ideal?

The resulting index is called the American Customer Satisfaction Index (ACSI) which is created by combining scores from the three index questions. The responses to these questions rate overall satisfaction on a point scale of 0 to 100. However, the results are reported not as a percentage, but as a score which is a weighted average. Along with these mandatory questions, each state can add others that will provide information on the extent to which customers of the one-stop system are benefiting from its services.

Source: www.ctdol.state.ct.us/wia/wia-pmtables.html

Terms and Definitions

Appendix 1

Other Terms Used in This Report

Accrual Basis is a method of accounting in which each item is entered as it is earned or incurred regardless of when actual payments are received or made.

Advanced Training is an occupational skills employment/training program, not funded under Title I of the WIA, which does not duplicate training received under Title I.

American Customer Satisfaction Index (ACSI) methodology for determining customer satisfaction with WIA services is required by the USDOL. It asks three questions: What is your overall satisfaction with the services provided? Considering all the expectations you may have had about the services, to what extent have the services met your expectations? How well do you think the service(s) you received compare to the ideal service(s) (for people in your circumstances)?

America's Career Resource Network (ACRN) consists of state and federal organizations that provide information, resources and training on career and education exploration. The network is funded by a grant from the U.S. Department of Education.

America's One-Stop Operating System (AOSOS) is a software system with common intake, case management, and reporting components for use by partners in the statewide One-Stop system. The State of Hawaii currently uses this system for WIA and Wagner-Peyser programs.

Apprenticeship. Registered programs are those approved and recorded by the USDOL's Employment & Training Administration/Bureau of Apprenticeship and Training (BAT) or by a recognized State Apprenticeship Agency.

Baldrige Principles. Named for a former U.S. Secretary of Commerce, the Malcolm Baldrige Quality Criteria stimulate organizations toward quality management using leadership, strategic planning, customer and market focus, information and analysis, human resources, process management, and business results.

Basic Skills Deficient describes an individual whose English reading, writing, speaking or computing skills are at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

Basic Skills Goal is a measurable increase in basic education skills including reading comprehension, math computation, writing, speaking, listening, problem solving, reasoning, and the capacity to use these skills.

Best Practices, promising practices, and "lessons learned" are used interchangeably here and are often best approaches that offer ideas about what works best in a given situation. As used in this report, they often refer to a specific program or project and are not trying to be universal in scope or application. Best Practices are expected to have been evaluated and tested rigorously.

Business Leadership Partnership Peer-to-Peer Project. A USDOL-supported "peer-to-peer" capacity building program. The process includes case studies of successes of different local areas and boards. It also includes sharing lessons learned from successes with other areas.

Appendix 1

Other Terms Used in This Report

Career Kokua or Hawaii's Career Information Delivery System (HCIDS) is a computerized system of localized, current career and educational information essential for good decision making.

Core Services in WIA are available to all job seekers through the One-Stop Job Centers. Core services include but are not limited to: eligibility determination for any of the partners' programs; outreach, intake, and orientation; initial assessment of skill levels, aptitudes, abilities and supportive service needs; job search and placement assistance and career counseling; provision of information on local area performance outcomes; referral to supportive services such as child care and transportation as appropriate; provision of information on filing claims for unemployment compensation; assistance in establishing eligibility for Welfare-to-Work activities and financial aid programs for other education and training programs; follow-up services for individuals placed in unsubsidized employment.

Credential is a certificate, high school diploma, associate degree, baccalaureate degree, or graduate degree. A certificate means that the individual has demonstrated through an evaluation and assessment process that the majority of the program's documented learning objectives has been achieved at a level of competency set by the provider.

Customized Training means training a) that is designed to meet the special requirements of an employer (including a group of employers); b) that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and c) for which the employer pays at least 50% of the cost of the training.

Demand-Driven is an orientation towards meeting the workforce and skills needs of the employers within the service area.

Disability is defined in section 3 of the Americans with Disability Act of 1990(42 U.S.C. 12102).

Diseconomies of Scale occur when an operation becomes too large or too small in size or scale that cost per unit of production increases.

Dislocated Worker a) has been terminated or laid off, or has received a notice of termination or layoff; b) is eligible for unemployment compensation (some exceptions); and c) is unlikely to return to a previous industry or occupation. Dislocated workers also include those laid off or about to be laid off due to permanent closure or substantial layoff at a plant, facility or enterprise. Self-employed persons who are unemployed as a result of general economic conditions in the community or because of natural disasters are dislocated workers, as are displaced homemakers.

Eligible Youth for Workforce Investment Act funds, except in subtitles C (Job Corps) and D (National Programs), is a) 14-21 years old; b) low-income; and c) one or more of the following: deficient in basic literacy skills, school dropout, homeless, runaway, foster child, pregnant or a parent, offender, requires additional assistance to complete an education program or to secure and hold employment.

Eligible Training Providers (ETP) All public and private education and training institutions identified by the counties as eligible to receive WIA training funds.

Appendix 1

Other Terms Used in This Report

Federal Research Evaluation Database (FRED) is an analytical and diagnostic tool produced by the Administrative Data Research and Evaluation (ADARE) alliance of nine state partners managed by the Jacob France Institute at the University of Baltimore.

Harder-to-Transition is a description used in this report to describe clients who have multiple barriers or more challenging barriers and overcoming them usually requires more resources, time and innovative solutions.

Hawaii Workforce Informer (HIWI) is a website that posts economic and labor market information for the State of Hawaii. It is a resource for information on wages, unemployment rate, labor market data and projections.

Incentive Awards fulfills the WIA requirement that States must use a portion of WIA funds to provide incentive grants to local areas for exemplary performance on the performance measures, as well as local coordination and regional cooperation.

Intensive Services in WIA include but are not limited to: development of an individual employment plan; comprehensive and specialized assessment of skill levels and service needs; group counseling, individual counseling, and career planning; case management for individuals seeking training services; short-term prevocational services; work experience.

Individual Training Accounts (ITAs) are training funds that can be used by individuals who have been determined eligible by their local One-Stop Job Centers to receive Workforce Investment Act funded training.

Komo Kaulike is a Hawaiian phrase and chosen as a project name to denote access equality or fair entry.

Low-income means an individual who a) receives cash payments under an income-based public assistance program; b) received an income in the prior six months that does not exceed the higher of the poverty line or 70% of the lower living standard income level, taking into account the family size; c) receives food stamps; d) is homeless; e) is a foster child for whom government payments are made; or f) is an individual with a disability who earns a low income as defined above, even though the family's income is not low-income.

Lower Living Standard Income Level (LLSIL) is determined and issued annually by the USDOL Secretary. It is an index of low-income levels by family size, adjusted for regions and metropolitan/non-metropolitan areas of the United States.

National Governors Association Center for Best Practices' Pathways to Advancement Policy Academy is an academy that is assisting selected states to change higher education, workforce development, economic development, and welfare policies to help more adults obtain postsecondary credentials.

Negotiated Performance Levels are goals that WIA requires States to use for managing continuous improvement and enhanced customer satisfaction. The levels are negotiated by local areas, the State, regional and national offices and consider national benchmarks and the adequacy of any information states offer to substantiate each level.

Appendix 1

Other Terms Used in This Report

Occupational Information Network (O*NET) supplies worker skills and occupational requirements.

Occupational Skills Goal Primary occupational skills encompass the proficiency to perform actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels. Secondary occupational skills entail familiarity with and use of set-up procedures, safety measures, work-related terminology, record keeping and paperwork formats, tools, equipment and materials, and breakdown and clean-up routines.

Older Individuals are WIA clients who are 55 years and older.

On-the-Job Training (OJT) means training by an employer that is provided to a paid participant while engaged in productive work in a job that a) provides knowledge or skills essential to the full and adequate performance of the job; b) provides reimbursement to the employer of up to 50% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and c) is limited in duration as appropriate to the occupation for which the participant is being trained.

Out-of-School Youth is an eligible youth who is not attending any school or has received a high school diploma or its recognized equivalent, but is basic skills deficient, unemployed, or underemployed.

Program of WIA Long-Term Training Services for this report is one or more courses or classes, or a structured regimen that, upon successful completion, leads to: a) a certificate or higher education degree; or b) the skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

Rapid Response is a program which provides short-term, early intervention and immediate assistance with layoffs and/or plant closures affecting a significant number of workers.

Self-Sufficiency is a standard which local areas can use as a definition to determine employed workers' eligibility for intensive services: a) Employment that pays at least 200% of the lower living standard income level (LLSIL) or the layoff wage, whichever is higher.

Social Policy Research, Associates, (SPR or SPRA) is a research, evaluation, and technical assistance firm located in Oakland, California that specializes in providing rigorous and responsive services related to employment assistance, job training, education, youth programs, and comprehensive social services

Supportive Services include services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in workforce investment activities.

The Real Games Series is a set of six hands-on, interactive curriculum designed to connect classroom/learning and the world of work or real life.

Underemployed refers to an individual who is working part-time but desires full-time employment, or an individual whose employment is not commensurate with the individual's demonstrated level of educational attainment.

Appendix 1

Other Terms Used in This Report

Work Incentive Grants awarded by the United States Department of Labor to support One-Stop Centers to ensure that their customers with disabilities obtain complete career and employment services, thus increasing their potential of employment.

Re-employment Services Intensive individual services are given to Unemployment Insurance claimants who are most likely to have difficulty becoming re-employed.

Workforce Investment Act Standardized Record Data (WIASRD) contains individual record data submitted by states for each workforce area that includes participant characteristics, activities and outcomes. Aggregate data can be used to determine whether goals have been met in the workforce areas

Appendix 2

EVALUATION STUDIES: A SUMMARY OF RECOMMENDATIONS

WDC 2003 Employers Evaluation Study Recommendations

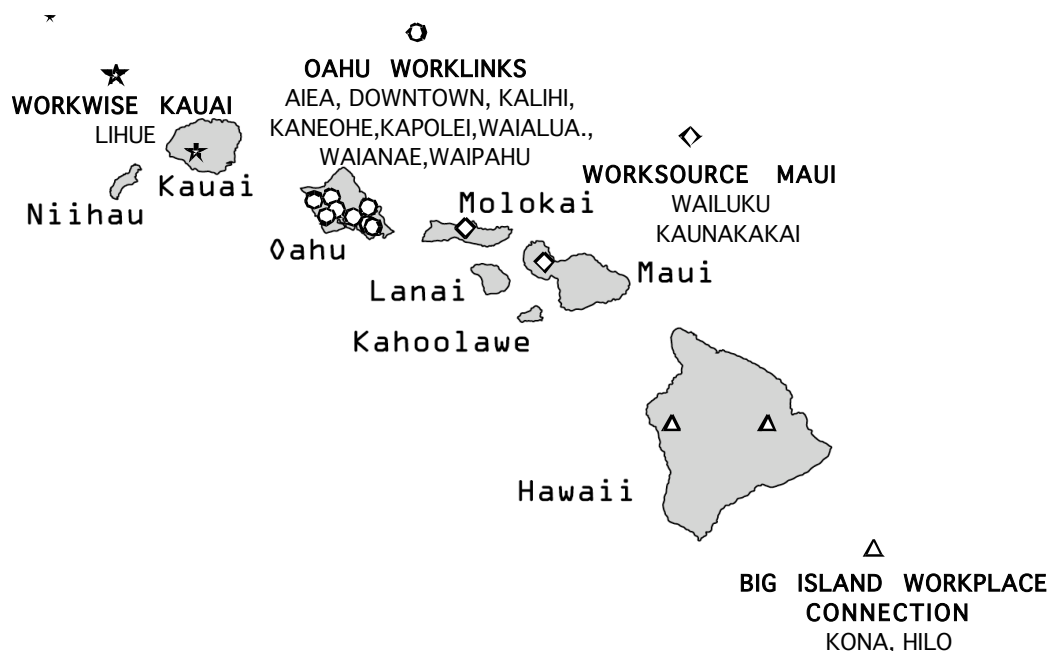
- 1) One-Stop Job Centers target growth businesses that are small to medium sized, less than \$5 million, have occupations that are blue collar, professional, sales and administration;
- 2) One-Stop Job Centers assist the businesses above with:
 - Training programs
 - Recruiting programs
 - Financial information; e.g., Employment Training Fund (ETF), tax credits;
- 3) One-Stop Job Centers have tighter screening of job applicants;
- 4) One-Stop Job Centers share best practices across counties; and
- 5) Improve professional skills (timeliness, responsiveness, professionalism) of One-Stop Job Center employees.

WDC 2004 Youth Service Providers Evaluation Study Recommendations

- 1) Providers correlate the assessments and service goals with the ongoing and follow-up services provided to the youth;
- 2) Providers must conduct both pre-test and post-test to determine skill attainment;
- 3) Follow-up services need to go beyond tracking the youth to determine progress; and are to include services to assure good outcomes;
- 4) Local areas, that select providers to serve geographic areas, need to encourage service providers to not centralize and deliver most of the services in-house; and
- 5) Local areas would benefit from using a Monitoring model.

Appendix 3

ONE STOP JOB CENTERS-LOCATION, SERVICES AND PARTNERS as of 10/30/05



EMPLOYER SERVICES

Employment Listing and Matching
with Local and National Job Banks

Financial Support for Employer-Driven
On-the-Job Training Programs

Support, Facilities, and Resources for Job Fairs
and Recruitment

Information about Welfare-Tax Incentives, Federal
Bonding, Rapid Response to Mass Layoff and
other Employer-Assisting Programs

JOB SEEKER SERVICES

Job Search Assistance

Career Planning Assistance

Training Opportunities





Complimentary Office Services-Telephone,
E-mail and Internet, Fax & Copy Machines

Library Resource Center-Newspapers, Books,
Magazines, Tapes Related to Job Search and
Career Development

About WIA in Hawaii

Appendix 3

ONE-STOP JOB CENTERS CONSORTIA PARTNERS

LIST OF PARTNERS				
ALU LIKE Inc- Local Offices	✓	✓	✓	✓
DOE Community School for Adults (CAS)	✓	Hilo, Kona	Maui	Kauai
UH Community Colleges	✓	Hawaii	Maui	Kauai
DHS Benefit Employment and Support Services(BESSD)	✓	✓	✓	✓
DHS Vocational Rehabilitation and Services to the Blind Division (VocRehab or DVR)	✓	✓	✓	✓
DLIR Workforce Development Division (WDD)	Oahu Branch	Big Island	Maui Branch	Kauai Branch
DLIR Unemployment Division (UI)	Oahu Branch	Big Island	Maui Branch	Kauai Branch
Maui Economic Opportunity, Inc (MEO)		✓	✓	
Hawaii County Economic Opportunity Council (HCEOC)		✓		
Kauai Economic Opportunity (KEO)				✓
Hawaii County Office of Housing and Community Development (OHCD)		✓		
Maui County Office of Housing and Human Concerns (HHC)			✓	
Agency for Elderly Affairs				✓
Senior Community Service Employment Programs (SCSEP)		✓		✓
Community Development Block Grant				
Job Corps Hawaii	✓		✓	
Honolulu Community Action Program	✓			
City and County of Honolulu, Dept. of Community Services Office of Special Projects	✓			
City and County of Honolulu, Dept. of Community Services WorkHawaii	✓			

Sources: Memorandum of Understanding dated 10/26/04 for Kauai, 02/08/05 for Maui, 07/12/04 for Big Island, 09/02/05 for Oahu

Appendix 3

WIA YOUTH PROGRAMS

A broad range of coordinated services based on ten required program elements make up the WIA youth program. WIA's intention is to develop comprehensive youth development strategy and move away from one-time, short-term intervention activities.

WIA Requirements PY 2005-2007

1. Comprehensive Guidance and Counseling
2. Summer Employment Opportunities directly linked to Academic and Occupational Learning
3. Paid and Unpaid Work Experiences
4. Tutoring, Study Skills Training and Instruction Leading to Completion of Secondary School, including Dropout Prevention Strategies
5. Alternative Secondary Education
6. Occupational Skills Training
7. Leadership Development Opportunities
8. Supportive Services
9. Adult Mentoring for at least One Year
10. Follow-Up Services for at least One Year
11. Financial Literacy Training

Program Year 2004 WIA Youth Service Providers

OAHU

Boys and Girls Club of Hawaii
Goodwill Industries of Hawaii Ola I Ka Hana
Hawaii Human Development Corporation
Honolulu Community Action Program
Ko'olauloa Education Alliance Corporation
Samoan Services Providers Association
Susannah Wesley Community Center

BIG ISLAND

Salvation Army Family Intervention Services

MAUI

Maui Community College Ku'ina Program

KAUAI

Hawaii National Guard About Face! Program

Source: WIA Bulletin August 28, 2005

USEFUL WEBSITES

FEDERAL GOVERNMENT ON EMPLOYMENT AND TRAINING

www.doleta.gov

WIA PERFORMANCE AND RESULTS

www.doleta.gov/Performance/

UNDERSTANDING PERFORMANCE MEASURES USED IN THIS REPORT

www.spra.com/PEP/adult.shtml

www.spra.com/PEP/youth.shtml

NATIONAL WORKFORCE DEVELOPMENT SUPPORT ORGANIZATIONS

National Governors Association www.nga.org

National Association of Workforce Board www.nawb.org

National Association of State Workforce Agencies www.naswa.org

National Youth Employment Coalition www.nyec.org

WIA PLANS IN HAWAII

www.hawaii.gov/wdc

WIA ACTIVITIES AND RELATED WORKFORCE DEVELOPMENT SERVICES

www.hawaii.gov/wdd

WIA STATE AND LOCAL WORKFORCE LABOR, CAREER AND OCCUPATIONAL INFORMATION

www.hiwi.org

www.careerkokua.org

LOCAL ONE-STOP JOB CENTERS IN HAWAII

OAHU www.oahuworklinks.org

KAUAI www.workwisekauai.org

BIG ISLAND (for youth) www.1stop4youths.com

STATE ECONOMIC DATA

www3.hawaii.gov/DBEDT/index.cfm?parent=statistics_and_economic_information

www.uhero.org

STATE EDUCATION DATA

K-12: <http://arch.k12.hi.us/>

Post Secondary : <http://www.hawaii.edu/iro/>

www.hawaii.edu/cte

COMMUNITY AND NEIGHBORHOOD DATA

uhfamily.hawaii.edu/Cof_Data/datacenter.asp

STATE AND COUNTY GOVERNMENTS

Hawaii State www.hawaii.gov

City and County of Honolulu www.co.honolulu.hi.us

Hawaii County www.hawaii-county.com

Maui County www.co.maui.hi.us

Kauai County www.kauai.gov

About WIA in Hawaii

Appendix 4

WIA BOARDS, YOUTH COUNCILS AND KEY STAFF

HAWAII WORKFORCE DEVELOPMENT COUNCIL (WDC)

as of January 2006

Gregg Yamanaka WDC Chair
CFO CLO, Terabiz

Private Sector

Todd Apo
Vice President, Ko Olina
Community Association

Jeff Bloom
President & Owner
CTA

Jonathan Chun
Attorney, Belles, Graham,
Proudfoot & Wilson

Michael Fitzgerald
President & CEO,
Enterprise Honolulu

Signe Godfrey
President, Olsten Staffing Services

Erwin Hudelist
President, Hagadone Printing

Corianne Lau
Attorney, Alston Hunt Floyd and
Ing

Stephen Metter
CEO, MW Group

James Tollefson
President /CEO
Chamber of Commerce of Hawaii

Gary Wiseman
President
Associated Builders and
Contractors, Inc

WIB Chairs
Russell Chun
General Manager
Miramar Hotel at Waikiki

Alan Garson Ed.D.
Owner, G & G Consultants

Glenn Yamasaki Kimura
Vice President & Team Leader
Private Client Services-Maui #127.
Bank of Hawaii

Native Hawaiian Organization
Winona Whitman
Director, Dept. of Employment and
Training ALU LIKE, Inc. -ETP

Labor
Marcia Armstrong
Chair, Collective Bargaining,
UHPA UHCC

Denis Mactagone
Senior Service Representative &
Director of Training Hawaii
Carpenters Union

Partner Agencies
Nelson Befitel
State Department of Labor and
Industrial Relations Director
James Hardway, Assistant to the
Director-Designee

Dr. David McClain
University of Hawaii Int. President
Michael Rota, Associate Vice
President for Academic Affairs-
Designee

Patricia Hamamoto
State Department of Education
Superintendent
Kathy Kawaguchi,
Assistant Superintendent
OCISS-Designee

Lillian Koller
State Department of Human
Services Director
Garry Kemp, BESS Division-
Designee

Ted Liu, State Department of
Business, Economic Development
and Tourism Director
Bob Shore, Economist-Designee

Elected Officials
The Honorable Linda Lingle
State of Hawaii Governor
Lester Nakamura, DAGS,
Governor's Representative

**The Honorable Norman
Sakamoto**
The Honorable Will Espero
Hawaii State Senate

The Honorable Mike Kahikina
The Honorable Scott Nishimoto
Hawaii House of Representatives

The Honorable Alan Arakawa
Maui County Mayor
JoAnn Inamasu, Office of
Economic Development-Designee

The Honorable Mufi Hanneman
C and C Honolulu Mayor
Deborah Morikawa, Department
of Community Services-Designee

Immediate Past Members
Mike Boughton
Susan Doyle
Gladys Baisa
Wayne Kanemoto
Darnney Proudfoot

WIA Boards and Key Staff in Hawaii

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OAHU WORKFORCE INVESTMENT BOARD (OWIB) 12/20/05

Russell Chun, Chair
General Manager
Miramar at Waikiki

Rebecca Rude-Ozaki, Vice Chair
Assistant Professor & Real Choice ACCESS Project
Coordinator
UH Center for Disability Studies

Edmund Aczon
Manpower Specialist
Hawaii Carpenters Union

Garret Hoe
President
Ohana Care

William Musson
Senior Security Consultant
Symantec, Inc.

Ann Chung
Executive Director
Hawaii Technology Trade
Association

James Hom
Oahu Branch Manager
DLIR Unemployment Insurance

Michael Rota
UH Associate Vice President for
Academic Affairs

Harold Dias Jr.
International Representative
International Brotherhood of
Electrical Workers (IBEW)

Francis Imada
CFO
Clinical Laboratories of Hawaii

Beverly Rowe
Workforce Director
U.S. Veteran's Initiative

Neil Dietz
Port Agent
Seafarers International Union

Gwen Kagihara
Oahu Branch Administrator
DHS DVR

Nanea Sai
Employment and Training Manager
ALU LIKE Inc.

Julie Dugan
Business and Community Liaison
Hawaii Job Corps Center

Nelson Kanemoto
CEO
Referentia Systems, Inc.

Jeanne Schultz
Director of Economic Development
C&C of Honolulu Office of the
Mayor

William Emmsley
Executive Director
Samoan Service Providers'
Association

Joanne Kealoha
Social Services Coordinator
ILWU Local 142

Jon Takushi
Sales Manager
Sheraton Hotels and Resorts
Waikiki

Victor Geminiani
Executive Director
Legal Aid Society of Hawaii

Dennis Ling
Administrator
DBEDT SMDS

James Tollefson
President and CEO
Chamber of Commerce of Hawaii

Roger Godfrey
President
Times Super Market

Ann Mahi
Director of SCLB
DOE OCIS

Vaughn Vasconcellos
CEO and President
Akimeka LLC

Robert Hall
Vice President, Fleet Personnel
NCL America- Hawaii Division

Maryellen Markley
Executive Director
Hawaii Services for the Disabled

Joan White
Executive Director
HCAP

LiLi Hallet
Director of Human Resources
Ohana Outrigger Hotels & Resorts.

Richard Matsumoto
Principal
DOE Kaimuki/Kaiser CAS

William Wilson
President and CEO
Hawaiian Dredging and
Construction Co.

Timothy Ho
President
Hawaii Employers Council

Norma McDonald
Oahu Branch Manager
DLIR WDD

Blake Yokotake
Personnel Manager
Seven-Eleven Hawaii, Inc.

Deborah Kim Morikawa
Director
C&C Honolulu DCS

WIA Boards and Key Staff in Hawaii

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OAHU YOUTH COUNCIL 12/20/05

Julie Dugan, Chair
Business and Community Liaison
Hawaii Job Corps

Jasmine Baker
Youth Program Graduate
Boys and Girls Club of Hawaii

R. Mark Browning
Judge-Family Court
District Court, State of Hawaii

Dan Buron
Vice President, Human Services
Goodwill Industries of Hawaii, Inc.

Rolanse Crisafulli
Administrator
Oahu WorkLinks

James Davis
Youth Program Graduate
Youth Build

William Emmsley
Executive Director
Samoan Service Providers Association

Lt. Roy Sugimoto
Lieutenant
Honolulu Police Department –Juvenile Services Division

Janice Jones
Parent
Youth Participants

Gwen Kagihara
Oahu Branch Administrator
DHS DVR

Michael Kahikina
Representative- Hawaii Legislature
& Director of
Boys and Girls Club of Hawaii

Joanne Kealoha
Social Service Coordinator
ILWU Local 142

Gordon Lum
Vice Principal
Waipahu Community School for Adults

Debbie Kim Morikawa
Director
C&C Honolulu Department of Community Services

Punky Pleta-Cross
Executive Director
Hale Kipa

Nanea Sai
Employment and Training Manager
ALU LIKE Inc.

Ryan Umemoto
CEO and President
Ohana Care

Robert Young
Program Specialist
Housing Community Development Corporation of Hawaii

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HAWAII COUNTY WORKFORCE INVESTMENT BOARD (HCWIB) 12/15/05

Alan Garson, Ed.D. Chair
President
G&G Consultants

Mark McGuffie, Vice Chair
Executive Director
Hawaii Economic Development Board

Michael Gleason
President and CEO
The ARC of Hilo

Warren Lee
President
Hawaii Electric Light Co.

Clyde Oshiro
Owner
Clyde Oshiro, CPA

Elmer Gorospe
Business Agent
ILWU Local 142

Andy Levin
Executive Assistant
County of Hawaii Mayor's
Liaison

Dawn Pacheco
Corporate HR Administrator
Hawaill Planning Mill

Blayne Hanagami
Branch Manager
DLIR Workforce
Development Division

Debra Maiava
Owner
Ken's House of Pancakes
Larry Manliguis
Deputy Director
Hawaii County Economic
Opportunity Council

Leonard Paik
Principal
DOE Hilo Community
School for Adults

Bert Hashimoto
Branch Manager
DHS BESSD

Delan Rusty Perry
Owner
Volcano Isle Fruit Co. Inc.

Alvin Inoue
Branch Manager
DLIR Unemployment
Insurance Division

David Marquez
Executive Director
Kealakehe Ahupua'a 2020.
Inc

Gary Rockwood
Director of Human Resources
Hapuna Beach Prince Hotel

Wayne Kanemoto
Owner
Kanalani Enterprise Ltd.

Gay Mathews
CEO/President
North Hawaii Community
FCU

Sandra Sakaguchi
Campus Planner
UH West Hawaii

Rebecca Kenney
Dean OCET
Hawaii Community College

Kelly Moran
Realtor/Broker
Hilo Brokers Ltd.

Makani Stevens
Coordinator
North Hawaii Outcomes
Project

Carla Kurokawa
Program Director
ALU LIKE Inc

Dwayne Mukai
Financial Advisor
Morgan Stanley Inc

Valerie Takata
Area Superintendent
DOE Hawaii District

Alison Lee
Island Manager
DHS DVR

Irene Nagao
Sole Proprietor
Weekenders

Toby Taniguchi
Vice President Operations
KTA Superstores

Steve Todd

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HAWAII COUNTY YOUTH COUNCIL 12/15/05

David Marquez, Chair
Executive Director
Kealakehe Ahupua'a 2020 Inc

Irene Nagao, Vice Chair
Sole Proprietor
Weekenders.

Joan Chong
Extension Agent
UH Cooperative Extension Services

Sara Narimatsu
Program Administrator
Hawaii Community College

Alan Garson, Ed.D.
President
G&G Consultants

Pam Nauman
Program Manager
Family Support Services of West Oahu

Glennon Gringo
Manager
YMCA

Denise Pacheco
Program Director
Salvation Army

Blayne Hanagami
Branch Manager
DLIR Workforce Development Division

Leonard Paik
Principal
DOE Hilo Community Schools for Adults

Carla Kurokawa
Program Director
ALU LIKE Inc

Lori Sasaki
Branch Manager
DLIR-WDD

Marion Makaimoku
Career Academy Coordinator
Kamehameha Schools Hawaii Campus

Valerie Takata
Area Superintendent
DOE Hawaii District

Andy Levin
Executive Assistant
County of Hawaii Mayor's Liaison

Randy Tsuneda
Program Manager
Queen Liliuokalani Children's Center

Wayne Kanemoto
Owner
Kanelani Enterprises

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MAUI COUNTY WORKFORCE INVESTMENT BOARD (MWIB) 12/20/05

Glenn Yamasaki Kimura, Chair
Vice President and Team Leader
Private Clients Service
Bank of Hawaii

Eileen Wachi, Vice Chair
Manager of Administration
Maui Electric Company

Judy Anderson
Compensation and Benefits
Manager
Maui Land & Pineapple Company

Lynn Araki-Regan
Economic Development
Coordinator
County of Maui Office of
Economic Development

Perry Artates
Construction Resource Specialist
Hawaii Operating Engineers

Gladys Baisa*
Executive Director
Maui Economic Opportunity, Inc.
*Sandanda Baz eff. 1/1/06

Rosalyn Baker
Senator
Hawaii State Senate

James Coon
Chief Executive Officer
Trilogy Excursions

Ululani Correa
Executive Director
Maui Hotel Association

Christine DeGuzman-Kim
Site Director
HI Job Corps Center-Maui Campus

Jerrybeth DeMello
Business Agent
ILWU local 142

Frances Driesbach
Community All Stars Site Manager
Paxen Group

Rose Marie Duey
Maui Island Representative
ALU LIKE Inc.

Rudy Esquer
Grants Administrator
Department of Housing and Human
Concerns, County of Maui

Linda Fukunaga
Section Administrator
HI Dept. of Human Services
Benefit, Employment and Support
Services Division

Gary Fukuroku
Manager/ CEO
Maui County Employees Federal
Credit Union

Suzette Robinson
VITEC Director
Maui Community College
Office of Continuing Education and
Training

Barbara Haliniak
President
Molokai Chamber of Commerce.

Stephen Kealoha
Retired

Paul Kiang
Branch Administrator
HI Dept. of Human Services
Division of Vocational
Rehabilitation

Kevin Kimizuka
Branch Manager
HI Department of Labor and
Industrial Relations
Workforce Development Division

Faith Nagata
Branch Manager
HI DLIR Unemployment Insurance
Division

Linn Nishikawa
Owner
Linn Nishikawa & Associates, Inc

Stacie Thorlakson
President
Maui Chamber of Commerce

Gwen Ueoka
Principal
Maui Community School for
Adults

Leslie Wilkins
Vice President
Maui Economic Development
Board, Inc.

Bill Wong
Retired CPA

WIA Boards and Key Staff in Hawaii

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MAUI COUNTY YOUTH COUNCIL 12/20/05

Gwen Ueoka, Chair
Principal
Maui Community School for Adults

Marlene Burgess
Employment and Training Manager
ALU LIKE, Inc.

Jim Crowe
Director of Youth Bank
Maui Economic Opportunity, Inc

Christine DeGuzman-Kim
Site Director
HI Job Corps Center-Maui Campus

Sharane Gomes
OCET Program Coordinator
Maui Community College VITEC

Joanne Ka'aea
Administrator
Juvenile Client and Family Services Branch, Family Court

Paul Kiang
Branch Manager
DHS DVR

Kevin Kimizuka
Branch Manager
DLIR WDD

Lt. Randal Leval
Juvenile Section
Maui Police Department

Cliff Libed
Housing Manager
Housing and Community Development Corporation of Hawaii

Kelly Pearson
Director of Operations
Boys and Girls Club of Maui

Eddie Pidot
Molokai Community Service Council and Ho'ikaika Program

Wendy Stebbins
Grants Management Specialist
Dept. of Housing and Human Concerns, County of Maui

WIA Boards and Key Staff in Hawaii

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KAUAI WORKFORCE INVESTMENT BOARD (KWIB) 12/15/05

Tom Cooper, Chair
Director of Hawaii Operations
General Dynamics, Advanced Information Systems

Walter Agena
Director of Sales
Aloha Beach Resort

Mary Lou Barela
Executive Director
Hale Opio Kauai Inc.

Peggy Cha
Provost Chancellor
Kauai Community College

Jonathan Chun
Attorney-at-Law
Belles, Graham Proudfoot and
Wilson

Col. Ted Daligdig
Youth Coordinator
State of Hawaii Dept. of Defense

MaBel Fujiuchi
Chief Executive Officer
Kauai Economic Opportunity, Inc

Jay Furfaro
Council Member
Kauai County Council

Randall Francisco
President
Kauai Chamber of Commerce

Tracy Hirano
Branch Manager
HI Department of Labor and
Industrial Relations
Workforce Development Division

David Kagawa
Resource Teacher-CTE
HI Department of Education

Steven Kai
Plant Manager.
Pioneer-DuPont Agriculture and
Nutrition

Michael Machado
Business Agent
International Longshore and
Warehouse Union

Sean Mahoney
Service Representative
Carpenter's Union Local 745

Remi Meints
Employment and Training Manager
ALU LIKE Inc.

Joan Morita
Human Resource Manager
Kauai Coffee Company

Barbara Okabayashi
Recruitment Manager
Macy's West

Terry Proctor
Vice Principal
HI Department of Education
Community School for Adults

Darnney Proudfoot
VP for Human Resources, Retired
Kauai Island Utility Cooperative

Diane Shaw
General Manager
Kauai Medical Clinic

Janice Shitanaka
Section Manager
HI Department of Human Services
Division of Vocational
Rehabilitation

Kamika Smith
General Manager
Smith's Motor Boat Services

Irving Soto
VP Business Development
Kauai Community Federal Credit
Union

William Trugillo
Kauai Branch Director
Boys and Girls Club

Brenda Viado
Branch Manager
Voc Rehab and Svc for the Blind
Dept. of Human Services

Nathan Wood
Facility and Equipment Manager
Trex Hawaii, LLC

Marilyn Yamaguchi
Branch Manager
HI DLIR Unemployment Division,
Kauai

Mattie Yoshioka
Executive Director
Kauai Economic Development
Board

Diane Zachary
President/CEO
Kauai Planning and Action
Alliance

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KAUAI YOUTH COUNCIL 12/15/05

Marilyn Wong, Chair
Program Specialist
County of Kauai
Office of Community Assistance
Recreation Agency.

Annaleah Atkinson
Manager, Teen Court
Hale Opio Kauai

Jonathan Chun
Attorney-at-Law
Belles, Graham, Proudfoot and Wilson

Col. Ted Daligdig
Youth Coordinator
State of Hawaii Dept. of Defense

Ryan Elston
Realtor
Sleeping Giant Realty

David Kagawa
Resource Teacher- Career and Technical Education
HI Department of Education
Kauai Complex Area

Terry Proctor
Vice Principal
HI Department of Education Kauai Community School for Adults

Dely Sasaki
Program Manager
HI Department of Health

William Trugillo
Kauai Branch Director
Boys and Girls Club

Nathan Wood
Facility and Equipment Manager
Trex Hawaii, LLC

Appendix 4

KEY CONTACTS- WORKFORCE INVESTMENT BOARDS, YOUTH COUNCIL CHAIRS, STAFF 10/31/05

STATE OF HAWAII Workforce Development Council

Chair: **Gregg Yamanaka**
Executive Director: **Ann T. Yamamoto**
Employment Analysts: **Dorothy Bremner** and **Carolyn Weygan-Hildebrand**
Secretary: **Audrey Yasutake**
830 Punchbowl Street Room 417
Honolulu, HI 96813

Tel.: 808-586-8670
Fax: 808-586-8674
e-mail: DLIR.workforce.council@hawaii.gov
website: www.hawaii.gov/labor/wdc

Local Workforce Investment Boards

OAHU	HAWAII	MAUI COUNTY	KAUAI
Chair: Russell Chun	Chair: Alan Garson	Chair: Glenn Yamasaki Kimura	Chair: Tom Cooper
Lead Staff: John Sabas	Lead Staff: Susan Akiyama	Lead Staff: JoAnn Inamasu	Lead Staff: Patricia Fleck
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DOWNTOWN: 830 Punchbowl St. #112
Tel. 586-8700

KALIHI*: 1505 Dillingham Blvd. # 110
Tel. 843-0733

KANEOHE: 45-1141 Kamehameha Hwy
Tel. 233-3700

MAKALAPA: 99-102 Kalaloa St. 2nd Floor
Tel. 488-5630

WAIALUA: 67-292 Goodale Ave.
Tel. 637-6508

WAIANAE: 85-670 Farrington Hwy. # 6
Tel. 696-7067

WAIPAHU: 94-275 Mokuola St. #300
Tel. 675-0010

website: www.oahuworklinks.com

* WIA-defined comprehensive One-Stop Job Center.



BIG ISLAND WORKPLACE CONNECTION

HILO*: 1990 Kinoole St. Room #102
Tel. 981-2860

KONA: 74-5565 Luhia St. Bldg. C Bay 4
Tel. 327-4770



LIHUE*: 3-3100 Kuhio Hwy. Suite C-9
Tel. 274-3064
website: www.workwisekauai.com



MAUI*: 2064 Wells St. # 108, Wailuku
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